

**NATIONAL UNIVERSITY OF LIFE AND ENVIRONMENTAL SCIENCES OF
UKRAINE**

Department of Management named after Prof. J. S. Zavadskyi



Dean of the Faculty of Agrarian
Management

Anatolii OSTAPCHUK

2023

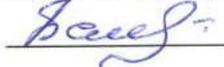
“ENDORSED”

By the meeting of the Department of
Management named after Prof.

J. S. Zavadskyi

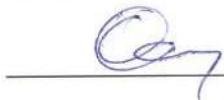
Record № 8 dated on “22” May 2023

Head of the Department

 Tetiana BALANOVSKA

“REVIEWED”

Guarantor of the Academic Program

 Vitalii LUTSIK

**WORK PROGRAM OF THE ACADEMIC DISCIPLINE
“LEADERSHIP, COMMUNICATIONS AND TEAMWORK
MANAGEMENT (COMMUNICATION MANAGEMENT)”**

Specialty 073 “Management”

Academic Program Management

Faculty of Agrarian Management

Developer: Oksana Havrysh, PhD in Economics, Associate Professor, Associate

Professor of the Department of Management named after Prof.

J. S. Zavadskyi

**1. Description of the academic discipline
"Leadership, communications and teamwork management
(Communication management)"**

| Field of knowledge, specialty, specialization, educational degree | | |
|---|----------------------------------|---------------------|
| Educational degree | Bachelor | |
| Branch of knowledge | 07 Management and administration | |
| Specialty | 073 Management | |
| Educational program | Management | |
| Characteristics of the academic discipline | | |
| View | Normative | |
| Total hours | 60 | |
| Number of ECTS credits | 2 | |
| Number of content modules | 2 | |
| Course project (work) (if it is in the working curriculum) | – | |
| Form of control | <i>Credit</i> | |
| Indicators of academic discipline for full-time and part-time forms of education | | |
| | full-time education | part-time education |
| A year of training | 3 | 3 |
| Semester | 6 | 6 |
| Lecture classes | 15 hours | 4 hours |
| Practical, seminar classes | 15 hours | - |
| Independent work under the guidance of a teacher | 30 hours | 86 hours |
| Individual tasks | - | |
| Number of classrooms per week hours for full-time education | 2 hours | |

2. Purpose, tasks and competencies of the educational discipline

The purpose of educational discipline is the formation of modern managerial thinking and a system of theoretical knowledge and practical skills in leadership, communication management and team interaction in future specialists.

The task of the academic discipline is theoretical and practical training of higher education students on leadership issues, building teamwork, organizing effective communication, conflict resolution, persuasion and negotiation.

Competence acquisition:

Integral competence (IC): The ability to solve complex specialized tasks and practical problems, which are characterized by complexity and uncertainty of conditions, in the field of management or in the learning process, which involves the application of theories and methods of social and behavioral sciences.

General competences (GC):

GC 4. Ability to apply knowledge in practical situations

GC 8. Skills in using information and communication technologies.

GC 9. Ability to learn and master modern knowledge.

GC 11. Ability to adapt and act in a new situation.

GC 12. The ability to generate new ideas (creativity).

GC 15. Ability to act on the basis of ethical considerations (motives).

Special (professional) competences (SC):

SC 2. The ability to analyze the results of the organization's activities, to compare them with factors influencing the external and internal environment.

SC 3. The ability to determine the prospects for the organization's development.

SC 4. The ability to determine the functional areas of the organization and the connections between them.

SC 5. Ability to manage the organization and its divisions through implementation management functions.

SC 6. The ability to act socially responsibly and consciously. SK 7. Ability choose and use modern management tools.

SC 9. The ability to work in a team and establish interpersonal relationships interaction in solving professional tasks.

SC 10. The ability to evaluate the performed works, ensure their quality and motivate the staff of the organization.

SC 11. Ability to create and organize effective communications in the management process.

SC 14. Understand the principles of psychology and use them in professional activities.

SC 15. Ability to form and demonstrate leadership qualities and behavioral skills.

Program learning outcomes (PLO):

PLO 2. To preserve and multiply moral, cultural, scientific values achievements of society, use different types and forms of motor activity for leading a healthy lifestyle.

PLO 3. Demonstrate knowledge of theories, methods and functions of

management, modern concepts of leadership.

PLO 9. Demonstrate the skills of interaction, leadership, teamwork.

PLO 10. Have the skills to justify effective tools for motivating the organization's personnel.

PLO 11. Demonstrate situation analysis and communication skills in various areas of the organization.

PLO 13. Communicate orally and in writing in national and foreign languages.

PLO 14. Identify the causes of stress, adapt yourself and team members to a stressful situation, find means to neutralize it.

PLO 16. Demonstrate the skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical.

PLO 17. Carry out research individually and/or in a group under the leadership of the leader.

PLO 25. Demonstrate the ability to form a project team, assigning executors to ensure the achievement of project goals.

3. Program and structure of the academic discipline "Leadership, communications and teamwork management (Communication management)"

CONTENT MODULE 1

THEORETICAL PRINCIPLES OF COMMUNICATION MANAGEMENT

Topic 1. The essence and concept of information and communication in management

Information and its role in management. Classification of information in management. Information requirements. Persuasive and ascertaining information.

Concept and role of communication. Theory of communication. The place of communications in the management process. Model of communication as action. Message structure.

History of communication. Aspects of communication. Functions and purposes of communication. Means of communication. The concept of language and speech.

Topic 2. Conceptual foundations of communication management

Concept, role and functions of communication management. Communication management technologies and tools. Characteristics, types and forms of communications. External, horizontal, vertical, informal and interpersonal communications. The communication process, its elements, stages and effectiveness. Types of communication networks.

Topic 3. Verbal and non-verbal communication

Transfer of information by verbal and non-verbal means. Differences between verbal and non-verbal communication. General rules of language communication. The concept of language and speech. Non-verbal communication. Forms of non-verbal communication. The meaning of the language of non-verbal communication.

CONTENT MODULE 2

EFFECTIVE BUSINESS COMMUNICATION

Topic 4. Service communication. Business meetings

Communicative features of the employee's activity. Basic requirements for the communicative activity of a specialist. Signs of the effectiveness of professional communication. Psychological methods of influence in the process of communication. Social role communication. Communication culture. Language etiquette. Technology and practice of business communication. The meeting, as the main form of official communication.

Topic 5: Forms of business communication. Public speeches.

Definition of communication. Communication as a socio-psychological and communicative category. Oral and written forms of business style. Business conversation.

Theories explaining the internal mechanisms of interpersonal interaction. Characteristics of the main communication styles. The specifics of business communication.

Public speaking as one of the types of oral business communication. Stages of oratorical art. The structure of a public speech. Methods of presenting the material of a public speech. Forms of public speech rehearsal. Criteria for assessing the effectiveness of public speaking.

Topic 6. Communication process in the external environment of the organization

Communication culture. Language etiquette. Technology and practice of business communication. Business etiquette and professional ethics. Communication with clients and business partners. Organization as a communicative system. Communication management "organization - external environment". Organization of external communications in the manager's managerial activities. Communications in society. Communication strategy.

Topic 7. Communication difficulties and barriers

Human interaction: cooperation and competition, conflict. Norm, social control, social role. Barriers to understanding: phonetic, semantic, logical, stylistic. Barriers of socio-cultural differences: social, political, religious, professional. Relationship barriers.

The structure of the academic discipline

| Names of content modules and topics | Number of hours | | | | | | | | | | | |
|---|-----------------|-----------|-----------|-----|-----|-----------|----------------|-----------|---|-----|-----|-----------|
| | Full-time form | | | | | | Part-time form | | | | | |
| | In total | including | | | | | In total | including | | | | |
| | | l | p | lab | ind | i.w. | | l | p | lab | ind | i.w. |
| Content module 1. Theoretical principles of communication management | | | | | | | | | | | | |
| Topic 1. The essence and concept of information and communication in management | 10 | 2 | 2 | | | 6 | | 2 | | | | 14 |
| Topic 2. Conceptual foundations of communication management | 10 | 2 | 2 | | | 6 | | | | | | 14 |
| Topic 3 Verbal and non-verbal communication | 10 | 3 | 3 | | | 4 | | | | | | 15 |
| Together according to content module 1 | 30 | 7 | 7 | | | 16 | 45 | | 2 | | | |
| Content module 2. Effective business communication | | | | | | | | | | | | |
| Topic 4. Service communication. Business meetings | 7 | 2 | 2 | | | 3 | | 2 | | | | 10 |
| Topic 5. Forms of business communication. Public speeches. | 8 | 2 | 2 | | | 4 | | | | | | 10 |
| Topic 6. Communication process in the external environment of the organization | 7 | 2 | 2 | | | 3 | | | | | | 10 |
| Topic 7. Communication difficulties and barriers | 8 | 2 | 2 | | | 4 | | | | | | 13 |
| Together according to content module 2 | 30 | 8 | 8 | | | 14 | 45 | 2 | | | | 43 |
| Total | 60 | 15 | 15 | | | 30 | 90 | 45 | | | | 86 |

4. Topics of seminar classes

| No | Topic name | Hours |
|----|--|-------|
| 1 | The essence and concept of information and communication in management | 2 |
| 2 | Conceptual foundations of communication management | - |
| 3 | Verbal and non-verbal communication | 2 |
| 4 | Service communication. Business meetings | - |
| 5 | Forms of business communication. Public speeches. | - |
| 6 | Communication process in the external environment of the organization | 2 |
| 7 | Communication difficulties and barriers | 2 |
| | Together | 8 |

5. Topics of practical classes

| No | Topic name | Hours |
|----|--|-------|
| 1 | The essence and concept of information and communication in management | - |
| 2 | Conceptual foundations of communication management | 2 |
| 3 | Verbal and non-verbal communication | 1 |
| 4 | Service communication. Business meetings | 2 |
| 5 | Forms of business communication. Public speeches. | 2 |
| 6 | Communication process in the external environment of the organization | - |
| 7 | Communication difficulties and barriers | - |
| | Together | 7 |

6. Topics of laboratory classes

Not provided for in the curriculum

7. Topics of independent studies

| No | Topic name | Hours |
|----|--|-------|
| 1 | The essence and concept of information and communication in management | 6 |
| 2 | Conceptual foundations of communication management | 6 |
| 3 | Verbal and non-verbal communication | 4 |
| 4 | Service communication. Business meetings | 3 |
| 5 | Forms of business communication. Public speeches. | 4 |
| 6 | Communication process in the external environment of the organization | 3 |
| 7 | Communication difficulties and barriers | 4 |
| | Together | 30 |

8. Samples of control questions, tests to determine the level of knowledge acquisition of students

1. Communicative management as a theory and practice of managing the organization's social communications.
2. Tasks of communicative management.
3. Content and directions of communicative management.
4. Corporate communications as a subject of communication management.
5. Criteria for choosing the right communication systems.
6. Objects and subjects of communicative management.
7. Communication management strategy: concepts, components and goals.
8. Target audience: essence of the concept and typology.
9. Internal factors of choosing the type of communication strategy.
10. Communicative audit.
11. Areas of activity of the organization when determining the strategy of communicative management.
12. Selection of a communicative management strategy model.
13. Types of communicative strategies.
14. Technologies and tools of communication management.
15. New interactive environment. A new concept of audience.
16. Cellular and satellite communication in the provision of business communication.
17. Internet in business. The main directions of using the Internet in business.
18. Electronic communications.
19. Audio conference.
20. Video conference: configurations for building video conferences.
21. Teleconference and its main types (audio, video and computer).
22. The role of communication in managing the organization. Communication and information.
23. Business communication: essence and content.
24. Goals and functions of communication in the organization.
25. Classification of forms of business communication: meetings, official and protocol events, meetings, receptions, conversations, speeches, written documents.
26. Dialogue and discussion as the most general form of business communication. Types of dialogue.
27. Other forms of business communications: press conference, briefing, presentation, reception on personal matters.
28. Forms of interaction in business communication.
29. Business negotiations as the main form of business communication.
30. Concept of organizational communications. Types of communications in the organization.
31. Intra-organizational communications: concept content, goals, tasks, classification.
32. Extra-organizational communications: concept content, goals and objectives.
33. Subjects and objects of the organization's external communications, their structure and features of interaction.
34. Myths of business communication.

35. Content and causes of business communication barriers in the organization.
36. Typology of business communication barriers: micro-barriers and macro-barriers.
37. Factors of formation of effective business communications.
38. Crisis communications in the organization: goals, reasons, objects, classifications.
39. Communication styles of effective business communication.
40. Development of a program to promote the company's reputation.

Tests to determine the level of knowledge acquisition by students

1. Any information and/or data that can be stored on physical media or displayed in electronic form. This is _____.

2. The set of information about the assigned processes occurring within the organization and its environment, which serve as the basis for making managerial decisions, is understood by _____.

3. _____ - information - a set of information reflecting relationships and processes related to the production, distribution, exchange and consumption of material and immaterial goods.

4. The process of exchanging information (facts, ideas, views, emotions, etc.) between two or more persons. This is _____.

5. Dialogue (or polylogue, if we are talking about collective communication) of equal partners. This is _____.

6. "Manage communications" means:

- a) determine the goals of communication;
- b) organize the implementation of these communicative actions;
- c) coordinate the interaction of communicators;
- d) control the process based on the results of communication.

7. _____ is a professional activity aimed at achieving effective communication both within the organization and between the organization and its external environment.

8. Functions of communication management. Reconcile:

| | | | |
|---|-----------------|---|--|
| A | Integrative | 1 | acts as a means of uniting business partners and specialists for the communicative process, generating ideas |
| B | Informational | 2 | aims to convey information necessary for professional activity, to comment on innovative information |
| C | Contact setting | 3 | aims to form value orientations and attitudes in business partners, to convince them of the legitimacy of certain interaction strategies, to make them like-minded |

9. Communication models. Make a match.

| | | | |
|---|---------------|---|---|
| A | Linear | 1 | considers communication as a unidirectional process, therefore it is considered that it only partially characterizes the features of this multifaceted process. |
| B | Interactive | 2 | reflects the communication process as such, in which there is a simultaneous exchange of messages between all participants of this process. |
| C | Transactional | 3 | demonstrates the circular nature of communication, in which the sender and receiver of the message successively change their roles. |

10. _____ communications link the elements of the organizational structure and are established using rules established in job instructions and internal regulatory documents. _____ are those contacts that are implemented outside the organization and regardless of its formal communication channels.

11. _____ is the process of establishing and maintaining purposeful contact between people using language, that is, a symbolic system consisting of words, rules for their pronunciation and coordination, and is used for communication, reflection, transmission and assimilation of experience.

12. _____ is an exchange of information that is carried out without the use of words (instead, various symbols are used).

13. _____ is a form of management activity, the content of which is the joint work of a certain number of participants in the management process.

14. Meeting by _____ method. This is the most famous and common method. With its help, quantitative estimates and data are obtained, provided the problem is clearly formulated. The peculiarity of the method is that it makes it possible to mobilize meeting participants, to focus their attention on solving one task, to develop a solution that would satisfy all participants and be consciously accepted by them.

15. _____ enables its participants to communicate without gathering in the same hall and without leaving their workplaces. At the same time, the participants of the meeting can see and listen to each other, discuss the questions raised according to the agenda, and discuss.

16. _____ is a form of communication for the purpose of exchanging thoughts, information, feelings, etc. It also contributes to intensifying the efforts of partners to ensure cooperation and influence each other.

17. Chat functions:

- a) exchange of information, formation of prospective measures and processes;
- b) control and coordination of already started actions;

- c) mutual communication of people during the performance of production tasks;
- d) support of business contacts at the level of production units, regions, states;
- e) search, proposal and operational development of working ideas, stimulation of human thought in a certain direction;
- g) solving ethical problems that have arisen in any situation.

18. _____ is an oral monologue with the aim of influencing the audience.

19. The classical scheme of public speaking is based on 5 stages. Make a match.

| | | | |
|---|-------|---|--|
| 1 | stage | A | Drawing up a plan, distributing the collected material in the necessary logical sequence |
| 2 | stage | B | Literary language processing |
| 3 | stage | C | Selection of necessary material for the content of a public speech |
| 4 | stage | D | Proclamation |
| 5 | stage | E | Studying, memorizing the text |

20. The main stages in public speaking:

- a) pre-communicative;
- b) communicative;
- c) post-communicative;
- d) feedback.

21. The classic structure of the text of a public speech involves: 1._____; 2._____; 3._____.

22. Principles of the speaker's work with provocative questions:

- a) clarification of the question;
- b) a request to decipher the question;
- c) a request to give a specific example;
- d) mention of a situation from the past;
- e) transferring the conversation "to the sidelines".

23. The main criteria for evaluating the effectiveness of public speaking:

- a) the main idea of the speech should be clear to everyone and easily traceable to the text;
- b) the beginning and the end of the report should sound quite decisive;
- c) the text of the public speech should consist of short and simple sentences;
- d) establishing contact with the audience;
- e) correct speech;
- g) the speaker's voice must sound loud and clear;
- h) clothing and appearance of the speaker is of great importance.

24. Establishing eye contact with listeners, raising the speaker's voice, clarity of speech, emphasis, timely use of pauses. This is _____.

25. _____ is the basis for obtaining accurate information. Empathic listening provides a better understanding of other people, helps to neutralize our tendency to judge. By listening to others, we learn not only to listen to ourselves, but also to understand our feelings, needs, attitudes.

26. Protection of information and the enterprise as a whole from intentional or accidental actions that lead to harm to its owners or users. This is _____.

27. The purpose of _____ communications is to ensure effective interaction with external stakeholders, represented by groups and organizations interested in the successful operation of the organization.

28. In a broad sense, _____ represents a set of natural and specially created properties of a certain object, and in a narrower sense, it is a consciously created image of an object that endows the latter with additional values and makes it possible to form those impressions about the object and the relationship to it, which are necessary for its developer.

29. The process of image formation and development. Match the stages.

| | | | |
|---|-------|---|--|
| 1 | stage | A | assessment of the created image, its maintenance and consolidation. |
| 2 | stage | B | development, analysis and evaluation of the image concept, target audiences are determined (for example, consumers, partners and sponsors) |
| 3 | stage | C | direct implementation of the developed corporate image development program. |
| 4 | stage | D | development of a corporate image development program. This stage is the most difficult and costly. Based on data on target audiences, the organization develops a development strategy that includes mission, goals, principles, competitive advantages and market segments. |

30. Absolute or relative obstacle to effective communication, subjectively experienced or actually present in communication situations, the causes of which are motivational-operational, individual-psychological, social-psychological features of those communicating. This is _____.

9. Teaching methods

Teaching methods are methods of joint activity and communication between the teacher and students of higher education, which ensure the development of positive motivation for learning, mastering the system of professional knowledge, abilities and skills, the formation of a scientific worldview, the development of cognitive powers, the culture of mental work of future specialists.

The following teaching methods are used during the educational process:

Depending on the source of knowledge: verbal (explanation, conversation, discussion, dialogue); visual (demonstration, illustration); practical (solving problems, business games).

According to the nature of cognitive activity: explanatory and visual problem statement; partly search and research methods.

By place in educational activity:

- methods of organization and implementation of educational activities, combining verbal, visual and practical methods; reproductive and problem-searching; methods of educational work under the guidance of a teacher and methods of independent work of students of higher education;

- methods of stimulating and motivating educational work, including cognitive games, educational discussions, role-playing situations;

- methods of control and self-control of educational activities: methods of oral and written control; individual and frontal, thematic and systematic control.

In the process of teaching an academic discipline, the following educational technologies are used to activate the educational and cognitive activity of students of higher education:

- working in small groups makes it possible to structure practical-seminar classes in terms of form and content, creates opportunities for the participation of each student of higher education in work on the topic of the class, ensures the formation of personal qualities and experience of social communication;

- seminars-discussions provide for the exchange of thoughts and views of the participants on a given topic, and also develop thinking, help form views and beliefs, the ability to formulate opinions and express them, teach to evaluate other people's proposals, to critically approach one's own views;

- brainstorming - a method of solving urgent tasks, the essence of which is to express as many ideas as possible in a limited period of time, discuss and carry out their selection;

- case method – a method of analyzing specific situations, which makes it possible to bring the learning process closer to the real practical activity of specialists and involves consideration of production, management and other situations, complex conflict cases, problem situations, incidents in the process of learning educational material;

- presentations – speeches in front of the audience, used to present certain achievements, results of the group's work, a report on the performance of individual tasks, instruction, demonstration;

- didactic games – a method of imitation (imitation, reflection) of making management decisions in various situations according to rules that have already been developed or formed by the participants themselves, is implemented through the

independent solution of the given problem by students of higher education, provided that the necessary knowledge is insufficient, when there is a need to independently master new content or look for new connections in already learned material;

- banks of visual support contribute to the activation of creative perception of the content of the discipline with the help of visualization.

10. Forms of control

According to the "Regulations on examinations and assessments at the National University of Life and Environmental Sciences of Ukraine", approved by the Academic Council of the National University of Life and Environmental Sciences of Ukraine on April 26, 2023, protocol No. 10, the types of knowledge control of applicants of higher education are current control, intermediate and final attestation.

Current control is carried out during practical and seminar classes and is aimed at checking the level of readiness of higher education applicants to perform specific work.

Intermediate attestation is conducted after studying the program material of each content module.

Intermediate attestation should determine the level of knowledge of the students of higher education from the program material of the content module (rating assessment from the content module), obtained during all types of classes and independent work.

Forms and methods of conducting intermediate certification, assimilation of the program material of the content module are developed by the lecturer of the discipline and approved by the relevant department in the form of testing, written control work, etc.

The assimilation of the program material of the content module by the student of higher education is considered successful if the rating is not less than 60 points on a 100-point scale.

Enrollment of all educational material of a discipline does not exempt a student of higher education from taking an exam in this discipline.

After conducting intermediate attestations of the content modules and determining their rating evaluations, the lecturer of the discipline determines the rating of the student of higher education from the educational work of the RNR (no more than 70 points) according to formula (1):

$$R_{HP} = \frac{0,7 \cdot (R_{3M}^{(1)} \cdot K_{3M}^{(1)} + \dots + R_{3M}^{(n)} \cdot K_{3M}^{(n)})}{K_{DIS}}, \quad (1)$$

where $R_{3M}^{(1)}, \dots, R_{3M}^{(n)}$ – are rating grades from content modules on a 100-point scale;

n – number of content modules;

$K^{(1)}_{3M}, \dots, K^{(n)}_{3M}$ – the number of credits of the European Credit Transfer and Accumulation System (ECTS) (or hours) provided for in the working curriculum for the corresponding content module;

$K_{\text{ДИС}} = K^{(1)}_{3M} + \dots + K^{(n)}_{3M}$ – the number of ECTS credits (or hours) provided for by the working curriculum for the discipline in the current semester.

Formula (1) can be simplified if accepted $K^{(1)}_{3M} = \dots = K^{(n)}_{3M}$. Then it will look like

$$R_{\text{HP}} = \frac{0,7 \cdot (R^{(1)}_{3M} + \dots + R^{(n)}_{3M})}{n} \quad (2)$$

The rating of the student of higher education on academic work is rounded to the nearest whole number.

The rating for academic work can be affected by the rating from additional work and the penalty rating.

Final attestation includes semester and state attestation of students of higher education.

Semester attestation in the academic discipline "Leadership, Communications and Teamwork Management (Communication Management)" is conducted in the form of a semester credit.

11. Distribution of points received by students

The assessment of the knowledge of a higher education student takes place on a 100-point scale and is translated into national assessments according to the table. 1 "Regulations on examinations and credits at the National University of Life and Environmental Sciences of Ukraine ", approved by the Scientific Council of NULES of Ukraine on April 26, 2023, protocol No. 10.

| Rating of the applicants of higher education, points | The assessment is national according to the results of the assembly | |
|--|---|-------------|
| | Exams | Credits |
| 90-100 | Perfectly | Enrolled |
| 74-89 | Fine | |
| 60-73 | Satisfactorily | |
| 0-59 | Unsatisfactorily | Not counted |

In order to determine the rating of a higher education seeker for mastering the discipline $R_{\text{ДИС}}$ (up to 100 points), the obtained rating from the certification (up to 30 points) is added to the rating from the educational work R_{HP} (up to 70 points):

$$R_{\text{ДИС}} = R_{\text{HP}} + R_{\text{АТ}} \quad (3)$$

12. Educational and methodological support

1. Work program for studying the discipline "Leadership, Communications and Teamwork Management (Communication Management)"
2. Electronic training course "Leadership, Communications and Teamwork Management (Communication Management)":
<https://elearn.nubip.edu.ua/enrol/index.php?id=4611>

13. Recommended sources of information

Main:

1. Бурмака Т. М., Великих К. О. Комунікативний менеджмент : конспект лекцій (для студентів бакалавріату всіх форм навчання спеціальності 073 – Менеджмент). Харків : ХНУМГ ім. О. М. Бекетова, 2019. 69 с.
2. Васильченко М.І, Гришко В.В. Комунікативний менеджмент : навчальний посібник. Полтава : ПолтНТУ, 2018. 228 с.
3. Воронкова В.Г., Беліченко А.Г., Мельник В.В. Етика ділового спілкування : навчальний посібник для ВНЗ. Львів, 2017. 312 с.
4. Жигайло Н.І. Комунікативний менеджмент : навчальний посібник. Львів : Львівський національний університет імені Івана Франка, 2012. 368 с.
5. Професійні комунікації : навчальний посібник «Ділове спілкування». О.М. Жук та ін. Луцьк : Луцький НТУ, 2016. 112 с.
6. Химиця Н.О., Морушко О.О. Ділова комунікація : навчальний посібник. Львів : Вид-во Львівської політехніки, 2016. 208 с.

Additional:

1. Балановська Т. І., Гоголя О. П., Кубіцький С. О., Михайліченко М. В., Троян А. В. Управління організацією : навчальний посібник. Київ : ФОП Ямчинський О. В., 2021. 464с.
2. Балановська Т.І., Гоголя О.П., Троян А.В. Менеджмент : навчальний посібник для підготовки фахівців галузі знань – 0305 Економіка і підприємництво, напрям підготовки – 03050201 – Економічна кібернетика. Київ : ЦП «Компринт», 2017. 465 с.
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